

Organizational Commitment Model

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Abstract

This study aims to analyze the influence of the work environment and organizational culture on organizational commitment, with job stress serving as a mediating variable at the BPJS Employment Regional Office of Northern Sumatra. The study was motivated by the relatively low level of organizational commitment indicated by the pre-survey results, as well as less-than-optimal work environment and organizational culture conditions accompanied by high levels of employee job stress. This research employed a quantitative approach with an associative research design. The study population consisted of 75 employees from the BPJS Employment Regional Office of Northern Sumatra, BPJS Employment Medan Utara Branch Office, and BPJS Employment Binjai Branch Office. A saturated sampling technique was applied, whereby all members of the population were included as research respondents. Data were collected through questionnaires and analyzed using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method with SmartPLS software. The results indicate that organizational culture has a positive and significant effect on organizational commitment and a negative and significant effect on job stress. The work environment has a negative and significant effect on job stress but does not have a significant direct effect on organizational commitment. Furthermore, job stress has a negative and significant effect on organizational commitment. The indirect effect analysis demonstrates that job stress significantly mediates the relationship between organizational culture and organizational commitment, as well as the relationship between the work environment and organizational commitment. These findings suggest that improving organizational commitment depends not only on fostering a strong organizational culture and a supportive work environment but also on the organization's ability to effectively manage employees' job stress.

Keywords: Work Environment, Organizational Culture, Job Stress, Organizational Commitment, SmartPLS.

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Introduction

High employee commitment not only drives work productivity but also enhances loyalty and the desire to continue contributing to the organization. Therefore, maintaining and improving employee commitment is one of the main priorities to ensure organizational goals are achieved optimally. The work environment is one factor that plays an important role in shaping organizational commitment. A conducive, safe, and comfortable work environment can increase employee job satisfaction, thus positively impacting their emotional attachment and commitment to the organization. Conversely, a less supportive, stressful, and uncomfortable work environment can lead to dissatisfaction, stress, and ultimately reduce employee commitment levels. Besides the work environment, organizational culture is also an important factor influencing employee commitment. Organizational culture consists of the values, norms, and behavioral patterns shared and practiced within the organization. A positive, transparent culture that prioritizes collaboration and good communication will enhance the sense of togetherness and employee attachment to the organization. A strong culture can create a high level of identification between employees and the organization's vision and mission, thereby fostering commitment naturally. Job stress arises when an individual feels that the workload exceeds their ability or resources to cope. Prolonged stress not only negatively impacts employees' physical and mental health but also potentially reduces motivation, performance, and commitment to the organization. Even when the work environment and organizational culture have been improved, employee commitment levels often remain suboptimal due to unresolved pressure and stress. Therefore, it is crucial to understand the role of job stress as a mediating variable in this relationship so that strategies to enhance commitment can be more precisely targeted. With a deep understanding of these relationships, it is hoped that the management of BPJS Ketenagakerjaan Sumbagut can design and implement policies and programs that not only create a supportive work environment and organizational culture but also effectively manage employee job stress. This will lead to increased organizational commitment, ultimately resulting in better organizational performance and optimal service to the community.

Literature Review

Organizational Commitment

According to Kim and Park (2023), organizational commitment is the level of employee dedication and attachment to the organization, reflected in loyalty, allegiance, and the desire to achieve organizational goals. According to Meyer, Stanley, Herscovitch, and Topolnytsky (2021), organizational commitment is a feeling of psychological attachment that drives individuals to remain and actively contribute to the organization.

Indicators of Organizational Commitment

Indicators of organizational commitment according to Kim and Park (2023):

1. Loyalty to the organization: the employee's willingness to support and defend the organization in any situation.
2. Involvement in achieving organizational goals: active employee participation in realizing the organization's vision and mission.
3. Desire to remain working in the organization: the employee's long-term intention to stay as part of the organization.
4. Compliance with organizational policies and values: employee consistency in obeying rules and upholding the organization's core values.
5. Willingness to make extra effort for the organization: motivation to contribute beyond formal duties or job descriptions.
6. Sense of ownership of the organization: the employee's emotional identification with the organization as part of themselves.

Work Environment

According to Sari and Putra (2023), the work environment is the overall working conditions, including facilities, social climate, and culture that support the smooth completion of employee tasks. According to Mathis and Jackson (2021), the work environment consists of physical and social elements in the workplace that affect employee well-being and performance.

Indicators of Work Environment

Indicators of the work environment according to Sari and Putra (2023) based on their definition:

1. Adequate work facilities.
2. Physical conditions of the workplace (lighting, cleanliness, room temperature).
3. Social relationships among employees.
4. Support and communication from superiors.
5. Psychologically conducive work climate.
6. Occupational safety and health.

Organizational Culture

According to Schein (2019), organizational culture is a pattern of basic assumptions developed by a specific group to deal with external and internal problems. According to Hasibuan (2018), organizational culture is a pattern of values, beliefs, and norms held and shared by organizational members.

Indicators of Organizational Culture

Indicators of organizational culture according to Schein (2019) based on his definition and theory of organizational culture:

1. Core values shared by organizational members.
2. Unwritten norms and rules governing behavior within the organization.
3. Symbols representing organizational culture (e.g., logo, slogan, uniform).
4. Rituals and traditions performed regularly by organizational members.
5. Stories and legends depicting the history and values of the organization.
6. Basic assumptions or deep-seated, unspoken beliefs that guide behavior.

Job Stress

According to Cooper and Palmer (2020), job stress is an individual's reaction to an imbalance between work demands and the resources they possess. According to Sari and Putra (2023), job stress is defined as a negative psychological condition resulting from poorly managed work pressure.

Indicators of Job Stress

Indicators of job stress according to Cooper and Palmer (2020):

1. Time pressure in completing tasks.
2. Excessive workload.
3. Role conflict and task ambiguity.
4. Lack of social support from colleagues and superiors.
5. Imbalance between job demands and available resources.
6. Difficulty maintaining work-life balance.

Research Methodology

According to Sujarweni (2018), quantitative research is a type of research that produces findings achieved using statistical procedures or other methods of quantification (measurement). According to Sujarweni (2015), research can be classified from various perspectives.

Population and Sample

The population of this study consisted of 75 employees from BPJS Ketenagakerjaan Regional Office of Northern Sumatra, BPJS Ketenagakerjaan Medan Utara Branch Office, and BPJS Ketenagakerjaan Binjai Branch Office. According to Sujarweni (2015), the population is the total number consisting of objects or subjects that have specific characteristics and qualities determined by the researcher to be studied and then concluded upon. The sample for this study was the entire population, totaling 75 employees, using a saturated sampling technique. A saturated sampling technique is a sampling method that uses the entire population as the sample. According to Sujarweni (2015), a sample is a part of the characteristics possessed by the population used for research. The sample is also taken from a population that is truly representative and valid, meaning it can measure what it is supposed to measure. According to Sugiyono (2015), saturated sampling is a sampling technique where all members of the population are used as the sample.

Data Analysis Method and Hypothesis Testing

A reflective model is a model that shows the relationship between latent variables and their indicators (Ghozali and Latan, 2020). This study's data collection technique used questionnaires to gather written responses from a large number of respondents, which were then reviewed. According to Ghozali and Latan (2020), PLS-SEM analysis often consists of two sub-models: the outer model, also known as the measurement model, and the inner model, also known as the structural model. The measurement model explains how manifest variables or observable variables can represent the variables to be manipulated.

Results

The measurement model (outer model) test is used to determine the relationship between latent and manifest variables. This test includes convergent validity, discriminant validity, and reliability. This test is assessed by examining the factor loadings; the threshold value is 0.7, and the threshold value for Average Variance Extracted (AVE) is 0.5; if it exceeds this number, it is considered valid. This means that an indicator is considered valid if it reflects the construct with a value greater than 0.7. The structural model used in this study is illustrated in the figure below:

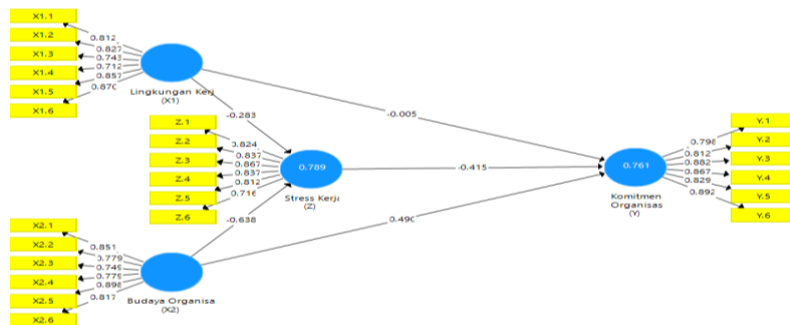


Figure 1. Outer Model

Outer Loadings, it is known that all indicators for the variables Work Environment (X1), Organizational Culture (X2), Organizational Commitment (Y), and Job Stress (Z) have outer loading values above 0.70, ranging from 0.712 to 0.898. The highest value is found in indicator X2.5 at 0.898, while the lowest is in indicator X1.4 at 0.712. These results indicate that all indicators have met the convergent validity criteria, thus they are able to measure the constructs they represent well and are suitable for further analysis. According to Hair et al. (2022), an indicator is declared valid if it has an outer loading value greater than 0.70.

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
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Organizational Culture_(X2)	0,897	0,921	0,662
Organizational Commitment_(Y)	0,921	0,939	0,718
Work Environment_(X1)	0,890	0,917	0,649
Job Stress_(Z)	0,900	0,923	0,667

Source : Output Smart PLS

Based on Table 1 Construct Reliability and Validity, all research variables have Cronbach's Alpha values ranging from 0.890 to 0.921 and Composite Reliability ranging from 0.917 to 0.939, thus meeting the reliability criteria as the values are greater than 0.70. Additionally, the Average Variance Extracted (AVE) values range from 0.649 to 0.718, meaning all variables have met the convergent validity criteria as they have AVE values above 0.50. Therefore, the constructs Work Environment, Organizational Culture, Organizational Commitment, and Job Stress are declared valid and reliable, making them suitable for further analysis.

Coefficient of Determination (R²)

Based on data processing performed using the SmartPLS 3.0 program, the R Square values obtained are as follows:

Table 2. R Square Results

	R Square	Adjusted R Square
Organizational Commitment_(Y)	0,761	0,750
Job Stress_(Z)	0,789	0,784

Source : Output Smart PLS

Based on Table 2, R Square Results, the R Square value for the Organizational Commitment variable (Y) is 0.761 with an Adjusted R Square of 0.750. This result indicates that 76.1% of the variation in Organizational Commitment can be explained by the Work Environment and Organizational Culture variables, while the remaining 23.9% is explained by other factors outside the research model. Furthermore, the Job Stress variable (Z) has an R Square value of 0.789 with an Adjusted R Square of 0.784. This indicates that 78.9% of the variation in Job Stress can be explained by Work Environment, Organizational Culture, and Organizational Commitment, while the remaining 21.1% is influenced by other variables not included in the research model. Overall, the R Square values indicate that the research model has strong explanatory power.

Hypothesis Testing

After determining the inner model, the next step is to determine the relationships between constructs and the proposed hypotheses. The hypotheses in this study were tested by examining T-Statistics and P-Values. The test determines whether T-Statistics > 1.96 and P-Values < 0.05. The following are the results of the Path Coefficients for direct effects.

Table 3. Direct Effects

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Organizational Culture_(X2) -> Organizational Commitment_(Y)	0,490	3,269	0,001	Accepted
Organizational Culture_(X2) -> Job Stress_(Z)	-0,638	7,476	0,000	Accepted

Work Environment_(X1) -> Organizational Commitment_(Y)	-0,005	0,059	0,476	Rejected
Work Environment_(X1) -> Job Stress_(Z)	-0,283	3,252	0,001	Accepted
Job Stress_(Z) -> Organizational Commitment_(Y)	-0,415	3,478	0,000	Accepted

Source : Output Smart PLS 3.3.3

1. Effect of Organizational Culture on Organizational Commitment
The test results show that Organizational Culture has a positive and significant effect on Organizational Commitment, with a coefficient value of 0.490, T-statistic of 3.269 (>1.96), and P-value of 0.001 (<0.05). Thus, the hypothesis is accepted.
2. Effect of Organizational Culture on Job Stress
The test results show that Organizational Culture has a negative and significant effect on Job Stress, with a coefficient value of -0.638, T-statistic of 7.476, and P-value of 0.000. This means that the better the Organizational Culture, the lower the Job Stress. Thus, the hypothesis is accepted.
3. Effect of Work Environment on Organizational Commitment
The test results show that the Work Environment does not have a significant effect on Organizational Commitment, with a coefficient value of -0.005, T-statistic of 0.059 (<1.96), and P-value of 0.476 (>0.05). Thus, the hypothesis is rejected.
4. Effect of Work Environment on Job Stress
The test results show that the Work Environment has a negative and significant effect on Job Stress, with a coefficient value of -0.283, T-statistic of 3.252, and P-value of 0.001. This indicates that the better the Work Environment, the lower the Job Stress. Thus, the hypothesis is accepted.
5. Effect of Job Stress on Organizational Commitment
The test results show that Job Stress has a negative and significant effect on Organizational Commitment, with a coefficient value of -0.415, T-statistic of 3.478, and P-value of 0.000. This indicates that the higher the Job Stress, the lower the Organizational Commitment. Thus, the hypothesis is accepted.

Table 4. Indirect Effects

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Organizational Culture_(X2) -> Job Stress_(Z) -> Organizational Commitment_(Y)	0,265	2,951	0,002	Accepted
Work Environment_(X1) -> Job Stress_(Z) -> Organizational Commitment_(Y)	0,118	2,383	0,009	Accepted

Source : Output Smart PLS 3.3.3

1. Effect of Organizational Culture on Organizational Commitment through Job Stress
The test results show that Job Stress is able to mediate the effect of Organizational Culture on Organizational Commitment. This is evidenced by a path coefficient value of 0.265, a T-statistic of 2.951 (>1.96), and a P-value of 0.002 (<0.05). These results indicate that the indirect effect is significant, so the hypothesis is accepted. Thus, a good Organizational Culture can increase Organizational Commitment by reducing the level of Job Stress. The better the organizational culture implemented, the lower the job stress experienced by employees, thereby increasing their commitment to the organization.
2. Effect of Work Environment on Organizational Commitment through Job Stress
The test results show that Job Stress is able to mediate the effect of the Work Environment on Organizational Commitment. This is indicated by a path coefficient value of 0.118, a T-

statistic of 2.383 (>1.96), and a P-value of 0.009 (<0.05). Thus, the indirect effect is declared significant, and the hypothesis is accepted. This result indicates that a better work environment can reduce the level of Job Stress, which in turn will increase Organizational Commitment. Therefore, Job Stress acts as an intervening variable in the relationship between Work Environment and Organizational Commitment.

Conclusion

1. Organizational Culture has a positive and significant effect on Organizational Commitment. This indicates that the better the organizational culture implemented, the higher the organizational commitment of employees.
2. Organizational Culture has a negative and significant effect on Job Stress. This means that the better the organizational culture implemented, the lower the level of employee job stress.
3. Work Environment does not have a significant effect on Organizational Commitment. This indicates that changes in work environment conditions have not been able to directly increase or decrease organizational commitment.
4. Work Environment has a negative and significant effect on Job Stress. Thus, the better the work environment perceived by employees, the lower the level of job stress.
5. Job Stress has a negative and significant effect on Organizational Commitment. This means that the higher the level of job stress experienced by employees, the lower their organizational commitment.
6. Job Stress is able to mediate the effect of Organizational Culture on Organizational Commitment. This indicates that a good organizational culture can reduce job stress, thereby increasing organizational commitment.
7. Job Stress is able to mediate the effect of Work Environment on Organizational Commitment. In other words, a good work environment can reduce job stress, which subsequently contributes to increasing organizational commitment.

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